



PMA Conference

DCMC and EVMS

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Agenda

- **DCMC EV Competencies**
- **EV Capability Maturity Model (CMM) Development**
- **Performance Management Advisory Council (PMAC) Activities**
- **New Initiatives**



PMA Conference

Earned Value Competencies

2-5 May, 1
000

PMA Conference,
St. Paul, MN

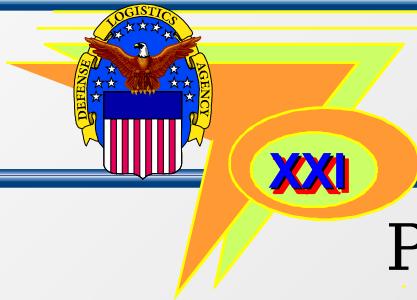
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Earned Value Competencies

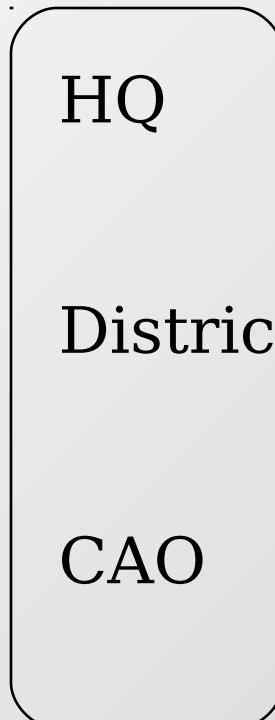
Introduction

- EVMS Monitors
- Program Support Team Members
- Supervisors
- Commanders
- Mentor-Guided Work Experience
 - Journeyman Level
 - Senior Level



Earned Value Competencies

Purpose - Maintain and evolve functional knowledge



Policy/Process

Are tasks designed properly?

Formal Training

Do competencies meet needs?

Application

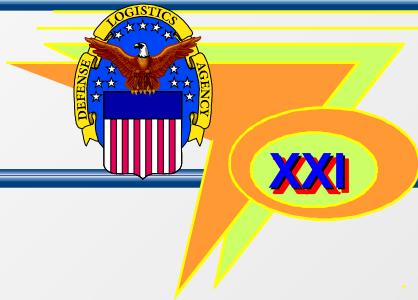
Is knowledge there being used?

EVMS Center

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Earned Value Competencies

Purpose

- establishes a uniform program to provide Earned Value training to DCMC Earned Value professionals and management.
- to assure that a highly qualified, consistent, and credible workforce is available to perform DCMC's Earned Value mission
- to consistently meet or exceed customer expectations and needs.
- expected to perform all Earned Value CAS functions throughout the Earned Value acquisition life cycle
- in direct support of DCMC customers
- effect continuous improvement in contractor related Earned Value development processes



Earned Value Competencies

- Certifying requirements
- Senior level certificate
- Training for commanders, supervisors, and PST members
- Administration of mentor-guided work experience
- Tasks and objectives for mentor-guided work experience associated with earned value surveillance
- Course descriptions
- Applications
- Certificates



Earned Value Competencies

Certifying requirements

- pursue priority one (mission essential) training to become certified at the Earned Value surveillance skill level commensurate with their position responsibilities
- goal of the Earned Value workforce is to achieve Journeyman Level
- prioritization of training is based upon the individual's immediate need for the training
- Earned Value professionals performing EVMS activities will receive training on a priority one basis.



Earned Value Competencies

Senior level certificate

- Earned Value professionals at this level are capable of performing surveillance throughout the entire system acquisition life cycle process
- They possess a high degree of Earned Value expertise in specific areas, allowing their involvement in highly visible, advanced Earned Value assignments
- Competency matrix developed for tasks associated with this level.



Earned Value Competencies

Training for commanders, supervisors, and PST members

- Earned Value Surveillance Concepts is Mandatory
 - for all Commanders
 - for all Supervisors
 - for all team leaders
 - for all PST members



Earned Value Competencies

Mentor-guided work experience

- to provide peer support to the Earned Value professional pursuing certifying at the Journeyman or Senior Levels
- enhances the candidate's ability to rapidly gain work experience and a full understanding of surveillance responsibilities
- candidate must complete the structured mentorship tasks (or demonstrate equivalency) to achieve a certificate.
- Familiarization of the mentorship tasks will provide the exposure to the EV element development



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Earned Value Competencies

JOURNEYMAN LEVEL OJT VERIFICATION FOR MENTOR-GUIDED WORK EXPERIENCE - EARNED VALUE SURVEILLANCE



Check each task as it is completed.

Introduction to DoD policy and guidance

Understand the difference between policy and guidance.
Be familiar with DoD/DLA policy, NASA and other federal agency regulations, and policy related to Earned Value development.

Overview of the DCMC Earned Value Guidebook

Identify the chapters of the Guidebook that relate to a particular situation and use it as a tool.
Be familiar with the role of the Guidebook as a guide and realize that it is a living document that is always being improved.

Overview of the One Book, in relation to Earned Value policy

Understand the role of the One Book as a policy document and the policy related to Earned Value.
Relate the One Book to on-the-job experiences. Interpret the policy to apply to particular situations.



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Earned Value Competencies

SENIOR LEVEL OJT VERIFICATION FOR MENTOR-GUIDED WORK EXPERIENCE



Check each task as it is completed.

Data Analysis

The candidate will use data analysis tools (i.e. wInsight) on Earned Value contracts.

Earned Value

The candidate will participate in the processes listed below, collect data, interpret results, recognize trends, predict positive/negative results, and be involved with making recommendations to the program office.

- a. CPR and/or C/SSR evaluation (cost analysis)
- b. Earned Value metrics (i.e. budgeted vs actual)
- c. Data analysis (i.e. wInsight)
- d. Risk analysis (based on cost/schedule constraints)

Earned Value Evaluation

The candidate will participate in the evaluation of the Statement of Work (SOW), Contractor Data Requirements List (CDRL's), and the contractor's internal procedures. In addition, the candidate will analyze the contractor's evaluations and ensure the contractor takes appropriate action. The processes listed below are minimum requirements for candidate participation.

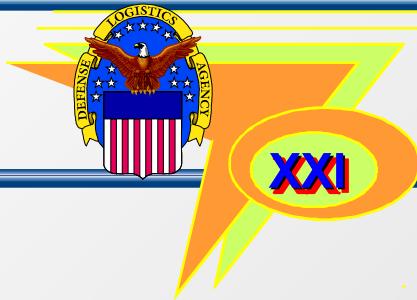
- a. Contractor's corrective action process
- b. Internal audit



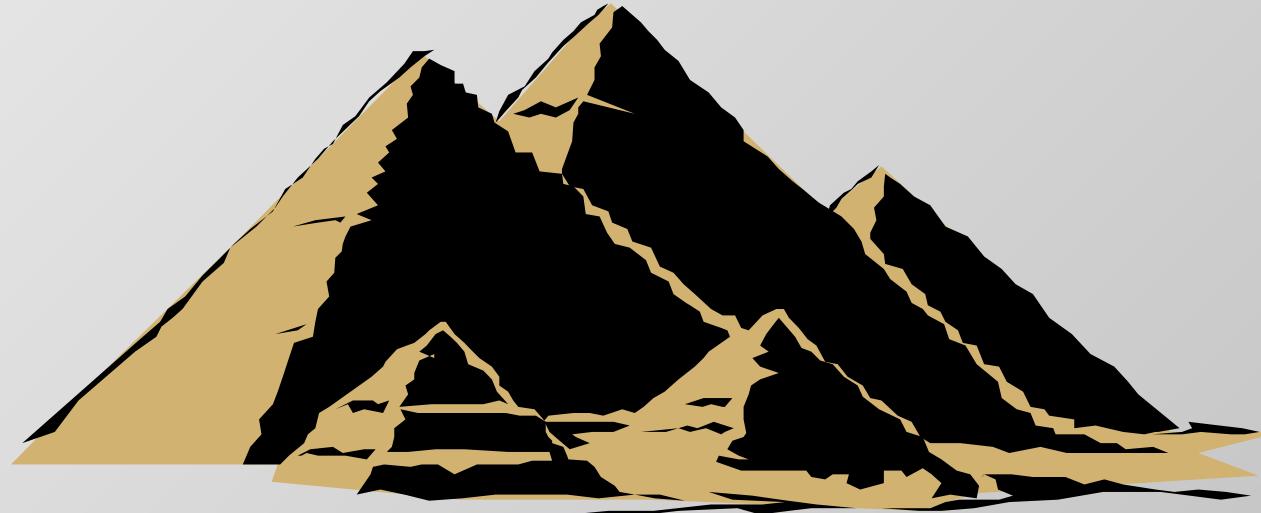
Earned Value Competencies

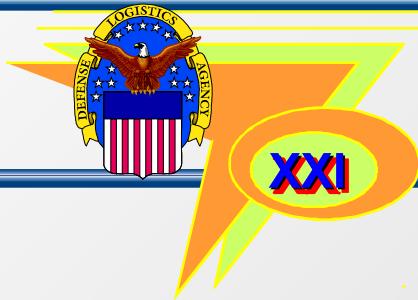
Sample Course Description

- **COURSE #:**
- **TITLE:** EV SURVEILLANCE CONCEPTS FOR SUPERVISORS
- **SOURCE:** DCMC-OF
- **LOCATION:** On-site as determined by DCMDs
- **LENGTH:** 8 hours
- **OBJECTIVE:** To provide an overview of the Earned Value surveillance tasks performed by Earned Value professionals.
- **DESCRIPTION:** This course offers team leaders and supervisors an introductory overview of the Earned Value acquisition process and associated surveillance mission. Specific topics discussed include resource identification, staffing, training, contract reporting, surveillance implementation, DoD perspectives, specialized activities, and internal controls. All topics discussed in this course are structured to provide management personnel the necessary knowledge to better evaluate the effectiveness of their Earned Value professional workforce.
- **PREREQUISITES:** None
- **EQUIVALENCY:** None



Maturity Model Development





Roadmap for DCMC EVMS

- **Vision:**
 - **Consistent satisfaction of customer expectations through a government and Industry Partnership using world-class processes and practices**





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Strategic EVMS Goals

- **A single corporate management system capable of meeting each customer's requirements**
- **Government and Industry recognize, share and use EVMS concepts**
- **Effective implementation of an EVMS System and appropriate oversight**





Goal 1 - Single EVMS

- **Establish an environment that enables contractors to use their basic EVMS whenever it satisfies acquisition requirements**
- **Recognize the purpose and value of EVMS to facilitate embracement**





Goal 2 - Share and use EVMS concepts

- **Provide a set of defined Government expectations**
- **Define techniques to give source selection credit to contractors who demonstrate value-added use**
- **Encourage improvement through identification, promotion, education and dissemination**





Goal 3 - Effective implementation

- **Develop criteria for evaluation of contractor's system**
- **Implement a mutually accepted single evaluation process**
- **Redefine oversight activities**
- **Promote effective and efficient innovation**

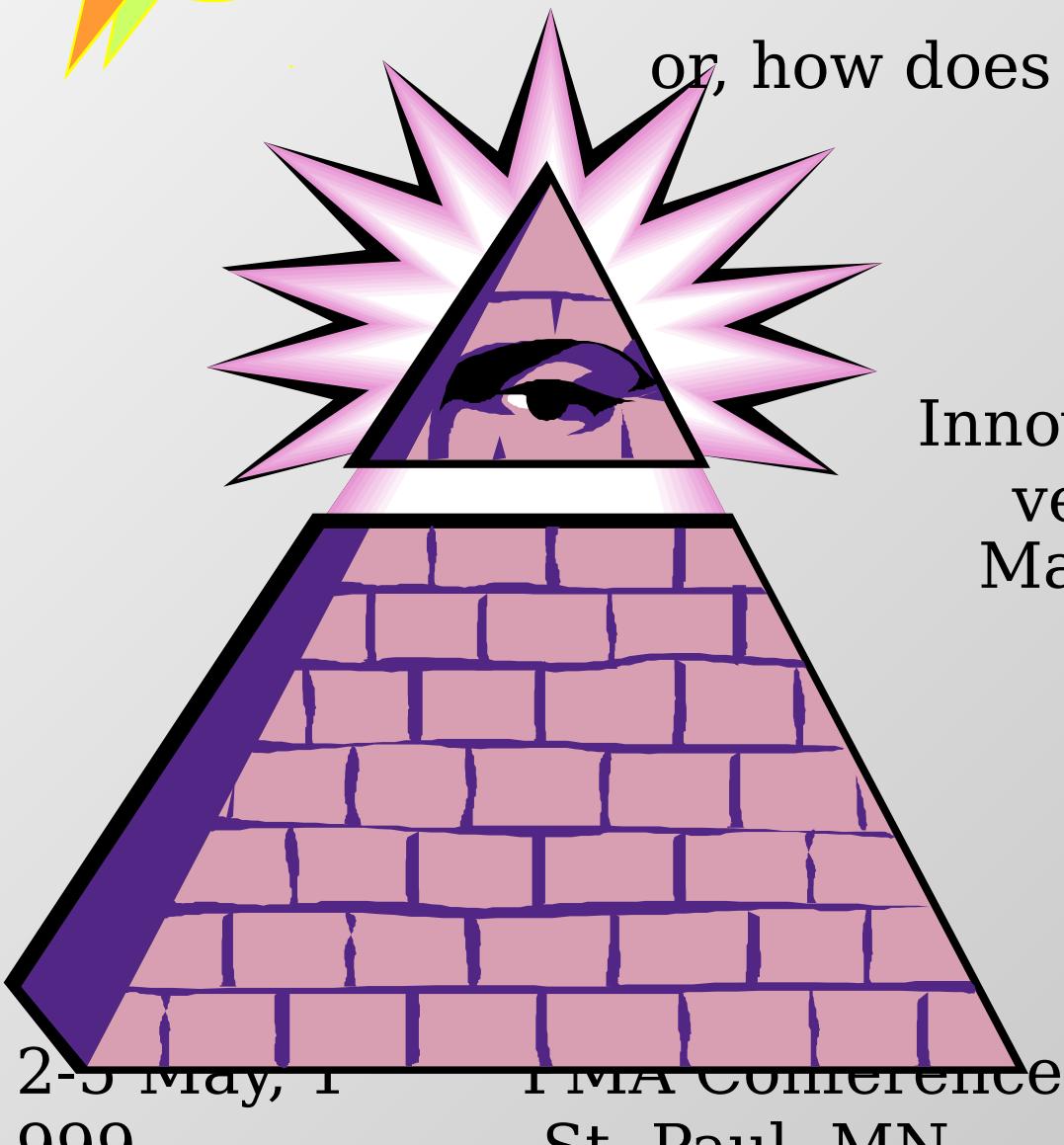




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Climbing the Pyramid

or, how does DCMC do Goal 3?



Innovati
ve
Mature

Organize
d
Developi
ng
Underdeveloped
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Climbing the Pyramid

➤ Level 1 - Underdeveloped

- viewed as unique and autonomous
- variable or ad hoc, with few common acceptance, surveillance or reporting processes
- CAO success depends heroic performance
- general lack of coordination and communication
- data viewed as too late, and low value added by customers
- Programs may experience frequent baseline changes, masking the growth of cost and schedule variances.





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Climbing the Pyramid

➤ Level 2 - Developing

- processes are repeatable
- policies and procedures established
- practiced, documented, enforced, trained, and measured
- planning and tracking of EVM systems is stable and problems are identified and followed up
- EVMS process metrics are in place
- CAO members are aware of DoD EVMS policy and guidelines, including
- The CAO has implemented a joint surveillance plan
- EVMS tools and training have been embraced





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Climbing the Pyramid

➤ Level 3 - Organized

- standard CAO process for system and program surveillance
- reporting to customers is documented and these processes are integrated into a coherent whole
- standard is understood by management
- an DCMC wide training program is implemented
- EVMS products are standard and consistent because processes are stable and repeatable
- EVMS analysis is accurate, timely, documented, measured and followed up
- capability is based on an organization wide understanding of activities, roles and responsibilities.





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Climbing the Pyramid

➤ Level 4 - Mature

- organization tracks metrics for EVMS products and processes
- productivity and quality are measured for EVMS processes as part of an organizational measurement program
- corporate systems capture relevant data on EVMS metrics
- CAOs and program offices work together to manage metrics
- the process is predictable because it is measured and operates within the limits
- CAO predicts trends and take corrective action
- EVMS products are high and consistent quality





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Climbing the Pyramid



➤ Level 5 - Innovative

- the entire organization is focused on continuous improvement
- innovative ideas and technologies
- system success is the norm
- cost and schedule performance improves due to the intelligence provided by EVMS and consequent IPT action to correct potential problems
- New lessons learned are disseminated to other programs
- organization continuously strives to improve the range of their process capability, improving information for decision making



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Climbing the Pyramid

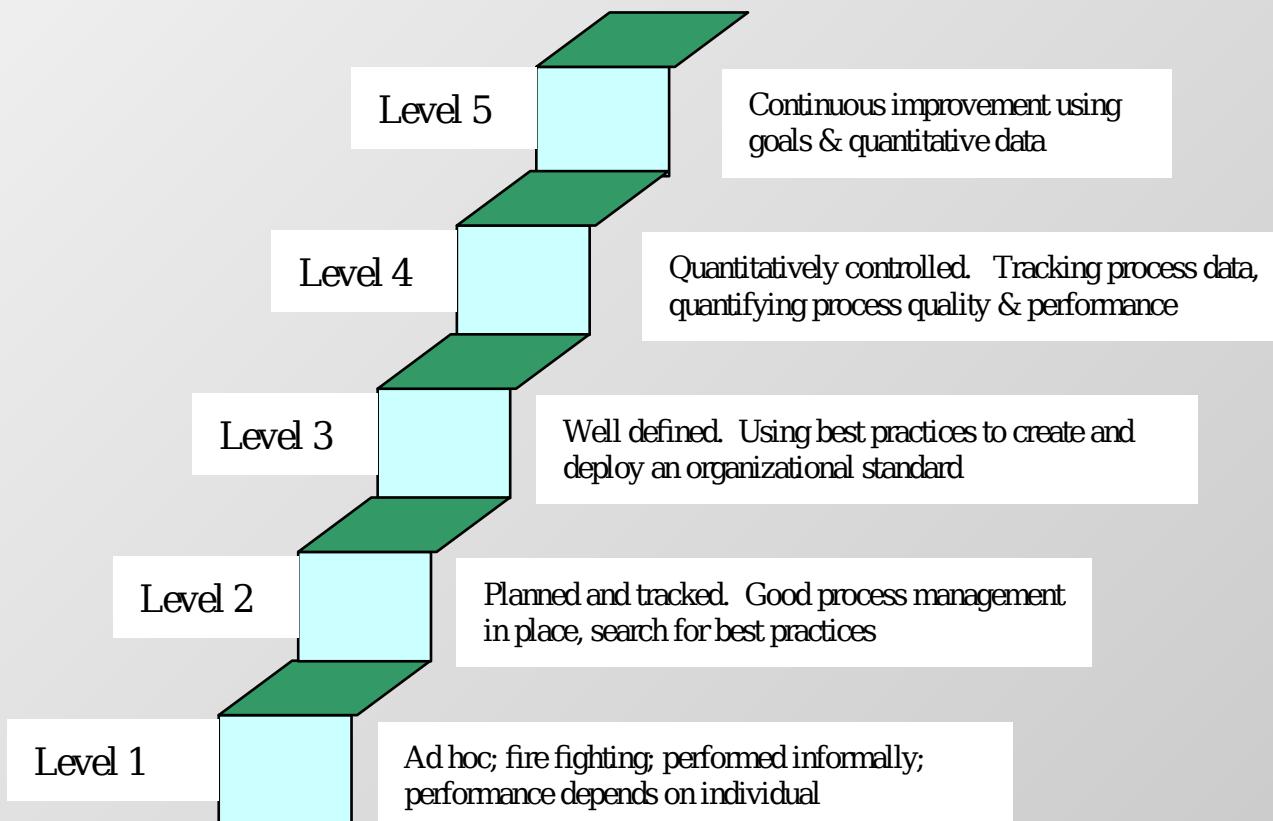
- **Strategic EVMS Goals**
- **principles applying to Maturity Models are applicable to EVMS in DCMC**
- **they allow the Command to visualize the journey to innovative process management and improvement**
- **continued working relationships with our corporate partners**





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DCMC Maturity Model

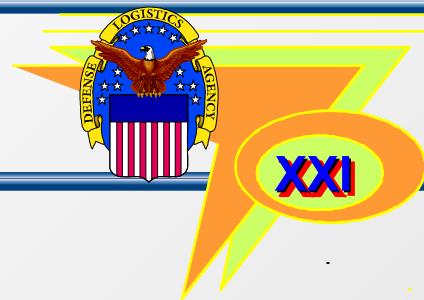




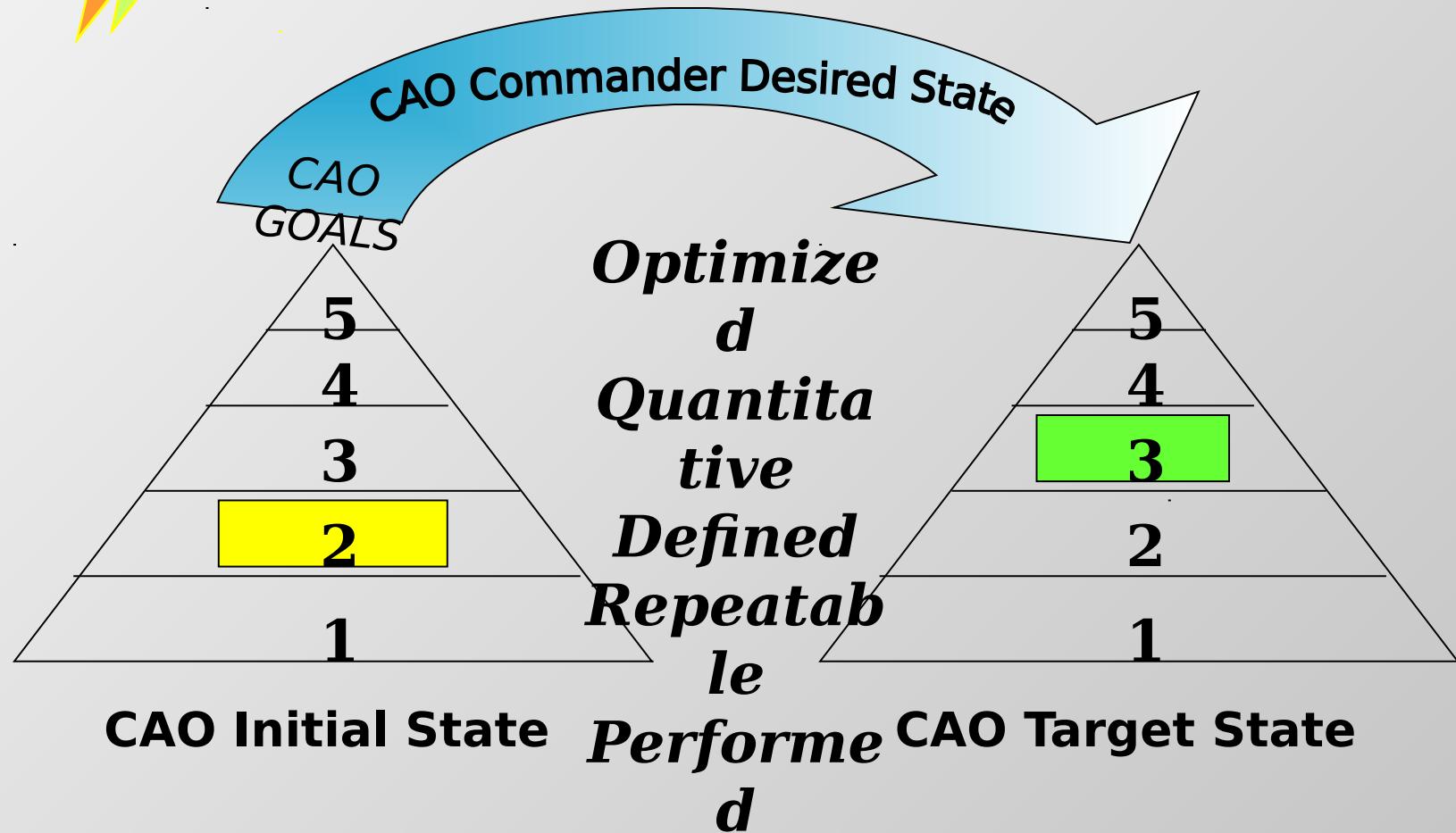
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DCMC Maturity Model

- **Performed Level**
- **Repeatable Level**
 - EV Planning
 - EV Management
 - EV Supplier Tracking and Insight
 - EV Supplier Process and Product Evaluation
- **Defined Level**
 - EV Process Definition and Maintenance
 - Supplier Performance Management
 - DCMC Risk Management
 - Training
- **Quantitative Level**
 - Quantitative EVMS
- **Optimized Level**
 - Continuous Process Management

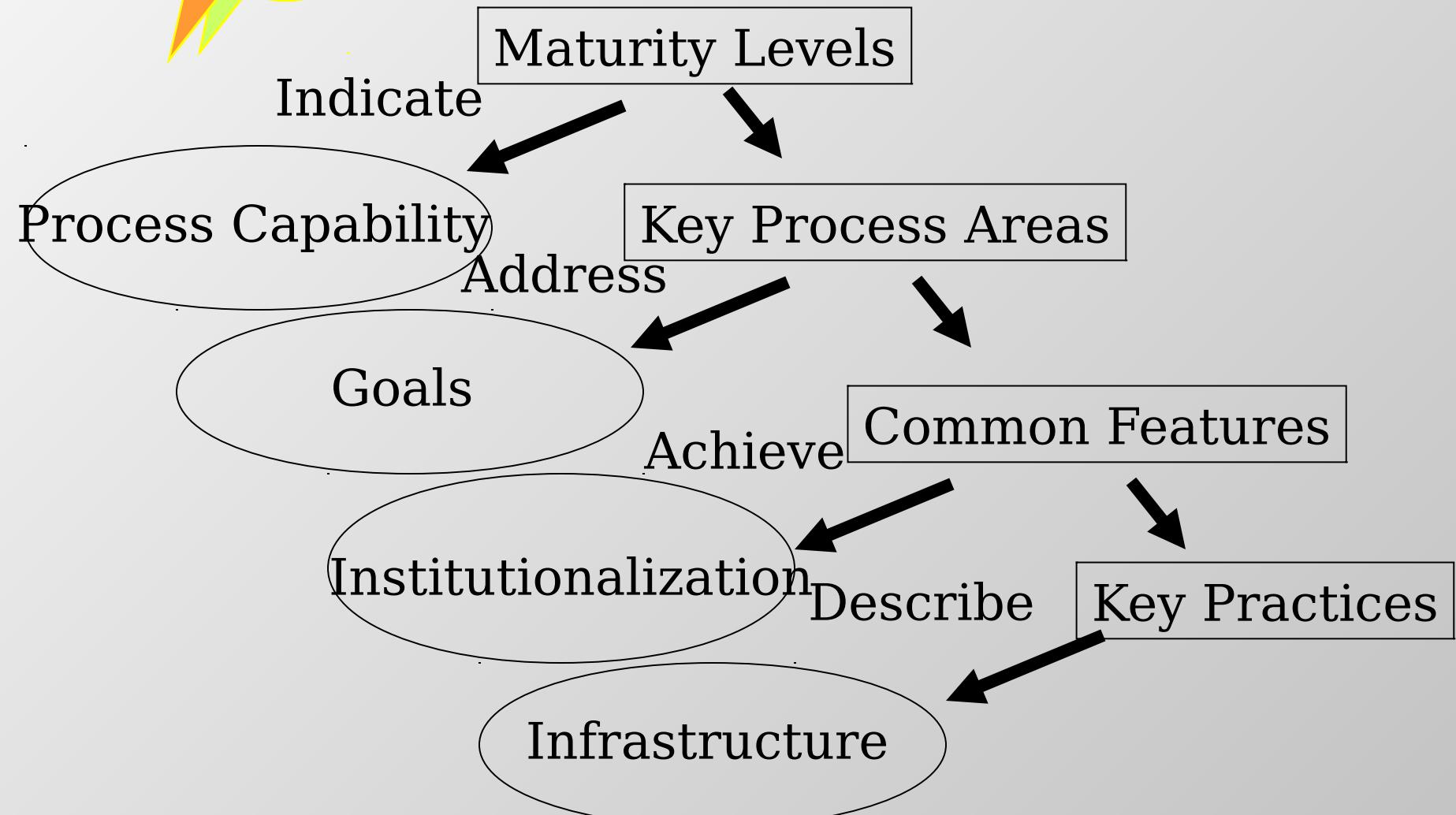


DCMC Maturity Model





DCMC Maturity Model

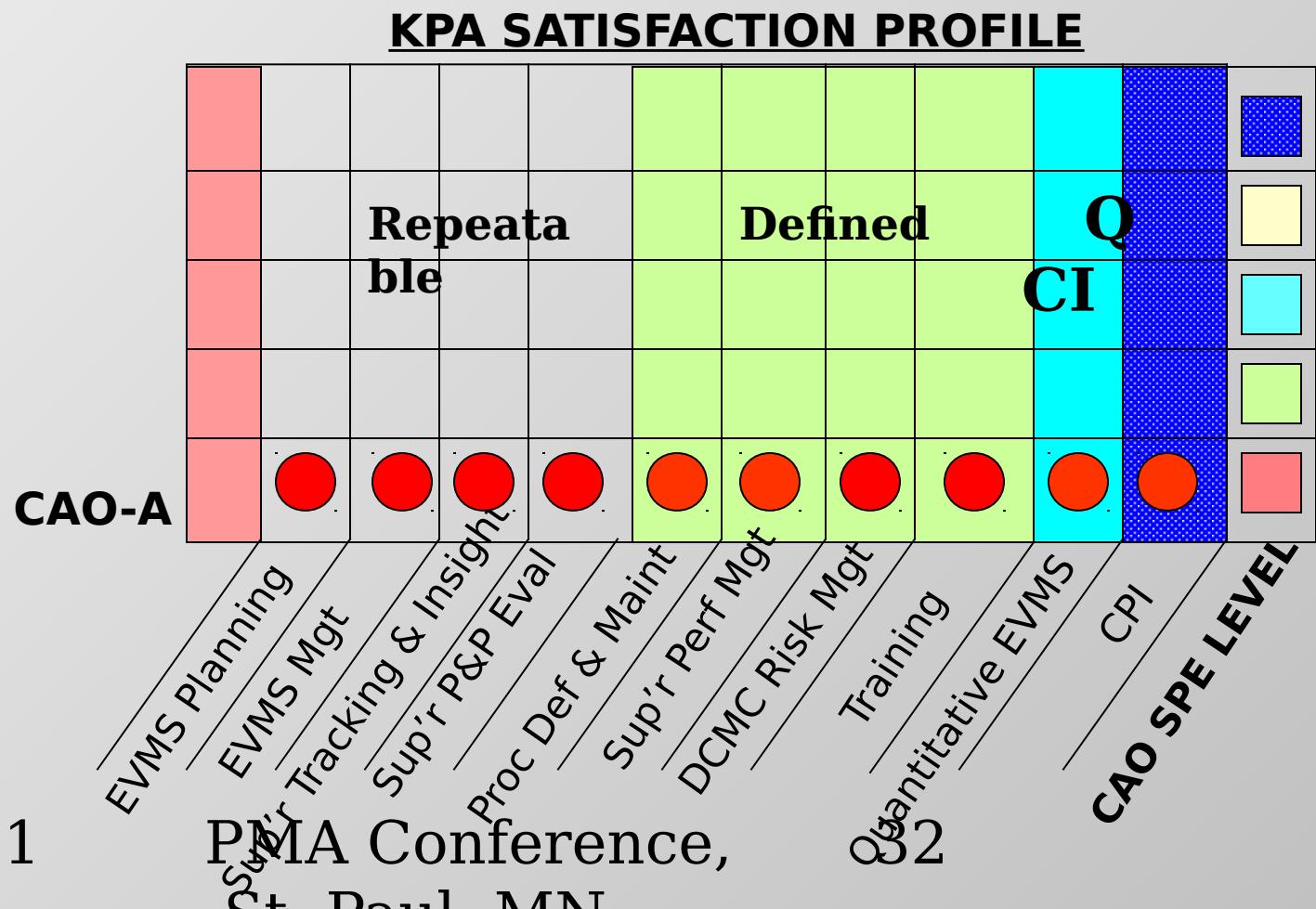




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To identify Command-wide performance indicators in specific EVMS activities

| KPA RATING | |
|--|------------------------|
|  | = KPA CRITERIA MET |
|  | = KPA CRITERIA NOT MET |
| LEVEL RATING | |
|  | Performed |
|  | Repeatable |
|  | Defined |
|  | Quantitative |
|  | Optimized |

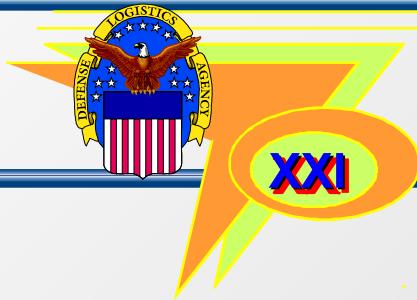




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| Maturity Level | Co1 | Co2 | Co3 | Ab1 | Ab2 | Ab3 | Ab4 | Act1 | Act2 | Act3 | Act4 | Act5 | Act6 | Me1 | Me2 | Ve1 | Ve2 | |
|---|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|-----|-----|-----|-----|---|
| Level 1: Performed | | | | | | | | | | | | | | | | | | |
| No Key Processes | | | | | | | | | | | | | | | | | | |
| Level 2: Repeatable | | | | | | | | | | | | | | | | | | |
| EVMS Planning | Y | N | | Y | | | | Y | N | N | Y | Y | | | N | | Y | N |
| EVMS Management | N | Y | | Y | Y | Y | N | N | N | N | | | | | N | | Y | |
| Supplier Tracking and Insight | Y | Y | | Y | Y | N | | Y | N | Y | Y | Y | N | N | N | | N | N |
| Supplier Process and Product Evaluation | Y | Y | | Y | Y | N | | N | N | N | N | | | | N | | N | N |
| Level 3: Defined | | | | | | | | | | | | | | | | | | |
| CAS Process Definition and Maintenance | N | Y | Y | Y | Y | Y | Y | N | N | N | N | Y | N | N | | N | | N |
| Supplier Performance Management | Y | | | Y | Y | | | N | N | Y | N | Y | Y | | N | | N | N |
| DCMC Risk Management | N | N | | N | Y | Y | | N | Y | N | N | N | | | N | | N | N |
| Training | Y | Y | | N | Y | Y | | N | Y | Y | Y | N | | | Y | | Y | Y |
| Level 4: Quantitative | | | | | | | | | | | | | | | | | | |
| Quantitative CAS | N | N | | N | N | | | N | N | N | N | N | | | N | | N | N |
| Level 5: Optimized | | | | | | | | | | | | | | | | | | |
| Continuous Process Improvement | N | Y | N | Y | Y | | | N | N | N | N | Y | N | | N | N | N | N |

Not Met N Met Y



PMAC Activities



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PMAC Activities

➤ **CHARTER**

- The PMAC is an IPT which assists DCMC, OSD, the Services and other participating Federal Agencies to promote and improve the utility and practice of earned value management.
- The PMAC is responsive to directions from the Integrated Program Management Executive Steering Group in establishing its mission and objectives.
- The PMAC consists of representatives experienced in program management and/or earned value management from DoD components, and other participating Federal Agencies active in program management.



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PMAC Activities

- **MISSION**
- Provide for consistency in guidance on implementing earned value management (EVMS) systems.
- Provide a forum to discuss and facilitate resolution to issues arising in EVMS implementation.
- Ensure that the wants and needs of all users of EVMS information are appropriately balanced.
- Solicit, understand, communicate and encourage best program management practices related to earned value, both internal to member's agencies, common throughout Federal Government and within industry.
- Encourage and facilitate responsible ownership of earned value management within the program management communities of both government and industry



PMAC Activities

➤ **OBJECTIVES**

- Establish and further develop a network of integrated management advocates.
- Facilitate open communication, experience sharing and issue resolution through periodic meetings at regional centers.
- Review IBR training materials and related items, identify best practices, and provide constructive recommendations to improve these resources.



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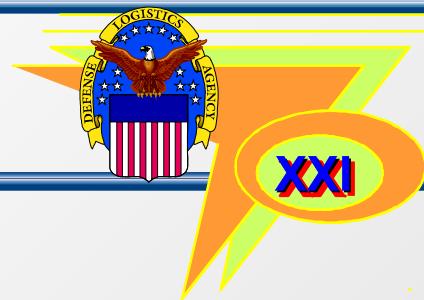
PMAC Activities

- **PMAC Web Page**
(<http://www.dcmc.hq.dla.mil/teaminfo/AQOF/pmac/pmac.htm>)
- **PMAC/Industry Interface**
- **PMAC Visits to Program Managers (PM)**
- **Review PMAC charter reference to the Executive Steering Group (ESG)**
- **Integration of EVMS into Program Management Reviews**
- **Update to current revision of EVMIG**
- **What mechanism exists for the PM to identify early warning signs of risk with the contractor's EVMS**



PMAC Activities

- **EVMS Contract Language**
- **IBR PAT Process**
- **In-House EV**
- **EV Validations**
- **EV In-House TRACK at IPMC**
- **C/SSR DID and Guide**
- **EVMIG on PMAC Web Site**
- **EVM CMM**
- **PMAC Industry Invitation**



PMAC Activities

- The Performance Management Advisory Council Plan for Industry Participation:
- The goal of industry participation on the PMAC is to have industry provide their unique perspective on EVMS issues as related to the impact of government EVMS policy. Industry participation on PMAC does not replace the need for public comment on government policy as required by statute.
- Industry would not be a member of the PMAC but would be invited to participate by DCMC, as the PMAC chair, when it is determined that the PMAC would benefit from industry perspective on specific agenda items.



PMAC Activities

- Industry would be represented by a single member of the National Defense Industrial Association (NDIA)
- Provide a forum for building strong government and industry working relationships to promote EVMS and program management process enhancements
- Frequency of industry participation will be determined by the need of the PMAC to gain insight into EVMS issues that directly effect industry EVMS implementation



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PMAC Activities

| First Name | Last Name | Company | Business Phone |
|------------|-----------|-----------|---------------------|
| Wayne | Abba | OSD | (703) 695-5166 |
| Tom | Brown | AIR FORCE | (703) 588-7117 |
| Dirk | Cruver | NRO | (703) 633-5713 |
| Henry | Everage | NRO | (703) 633-5712 |
| Steve | French | ARMY | (703) 604-7238 |
| Jeff | Hmara | FAA | (202) 493-4407 |
| Jeff | Jacques | NSA | (301) 688-8114 |
| Diane | Keys | NSA | |
| Van | Kinney | OSD | (703) 695-5166 |
| Keith | Kratzert | FAA | (703) 602-2737 |
| Larry | Kumitis | NAVY | (703) 602-9001 x164 |
| David | Melton | DSMC | (703) 805-3769 |
| Shelly | Myers | FAA | (202) 267-3555 |
| Jeff | Saxon | NASA | (256) 544-0109 |
| Debbie | Schuman | ARMY | (256) 313-3457 |
| Chuck | Sell | NAVY | (703) 602-2737 |
| Kurt | Shovestul | ARMY | (703) 617-9101 |
| Bill | Simpson | NASA | (256) 544-4221 |
| John | Singley | ARMY | (703) 428-6219 |
| Randy | Smith | DSMC | (703) 805-4460 |
| Sanden | Swanson | NAVY | |
| Barry | Turner | DCAA | (703) 767-3264 |
| William | Voss | FAA | (202) 493-0237 |
| Wayne | Wesson | ARMY | |
| Brady | Foster | BMDO | (703) 413-0331 |
| Peter | Schwarz | BMDO | (703) 383-7229 |
| Larry | Stone | BMDO | (703) 383-7231 |



New Initiatives

2-5 May, 1
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New Initiatives

Introduction

- Corporate System Descriptions--Partnering with I...
- In-house Government Activities
- wInsight
- Guidebook
- One Book



New Initiatives

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- Corporate System Descriptions Development
 - Boeing
 - Raytheon
 - Lockheed Martin



New Initiatives

- In-house Government Activities
 - Pt. Mugu
 - Albany, GA
- wInsight
 - 5.0
 - Training
- International Coordination (Sweden, UK, Australia, New Zealand, Canada)



New Initiatives

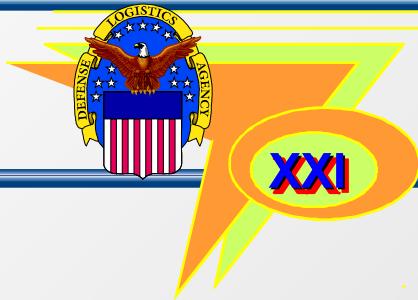
- Guidebook
 - EVMS Pre-Award Activities
 - EVM System Acceptance
 - EVM System Surveillance
 - Performance Measurement Baseline Analysis
 - Program Status Reporting Process
 - Appendix
 - Acceptance Withdrawal Procedure
 - List of Acronyms
 - Glossary of Terms



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New Initiatives

- Training Guide
 - Journeyman Level
 - Senior Level
 - Training
 - EVMS Monitors
 - PST Members
 - Supervisors
 - Commanders
 - Mentor-Guided Work Experience



New Initiatives

- One Book
 - EVMS Chapter
 - Executive Agent Chapter



New Initiatives

DCMC HQ, Ft. Belvoir, VA

Bill Gibson (703)767-3368
Mike Lowry (703)767-3357
<http://www.dcmc.hq.dla.mil/teaminfo/AQOF/earnval.htm>

DCMC EVMS Center Personnel, Carson, CA

Director, Vacant (310) 900-6700
Rosie Pominville, Administrative Support (310) 900-6701
Gayle Brooks, EVMS Specialist (310) 900-6702
Tom Bryant, EVMS Specialist (310) 900-6705
Richard Carroll, EVMS Specialist (310) 900-6706
Walter Juzefczyk, EVMS Specialist (310) 900-6707
Chip Thomas, EVMS Specialist (310) 900-6706
Homepage - <http://evms.dcmandw.dla.mil>
Hotline - 1-888-565-EVMS